CITY OF NEW ORLEANS

CustomerServiceSTAT

October 2, 2014
(Reporting Period: August 2014)
www.nola.gov/opa

Agenda

- **Introduction and Announcements**
- **Open and Effective Government**: 311
- **Economic Development**: Permitting and Licensing
- **Sustainable Communities**: Land Use

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Purpose and Scope

Purpose: The Landrieu Administration developed a strategic framework to map out the City's overall direction. The framework links services, programs, strategies, objectives, and goals to the City's mission, values, and vision, and incorporates performance measures to assess performance.

In CustomerServiceSTAT, City leaders and managers review key performance results related to customer service. In order to improve results, City leaders and managers review and assess progress achieved, overall trend data, and the likelihood of meeting performance targets. For programs at risk of not meeting targets, leaders and managers identify prospects and tactics for performance improvement, and make adjustments to operational plans as needed. To account to citizens and Councilmembers for the spending of resources provided, CustomerServiceSTAT meetings are open to the public.

Scope: CustomerServiceSTAT focuses on Citywide topics that are frequent sources of City interactions with the public, with an initial emphasis on 311 calls, permitting and licensing, and land use issues. CustomerServiceSTAT does not focus on performance managed in other STAT programs or initiatives, nor does it include in depth discussions of complaints about specific interactions.

Questions and Comments: Index cards are available to the public at the sign-in table, which can be used to submit questions and comments or to report specific issues. Throughout the meeting, completed cards will be reviewed. General questions and comments may be discussed by the group and specific issues will be assigned to departments.

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City Strategic Framework

Mission

The City of New Orleans delivers excellent service to its citizens with courage, competence and compassion.
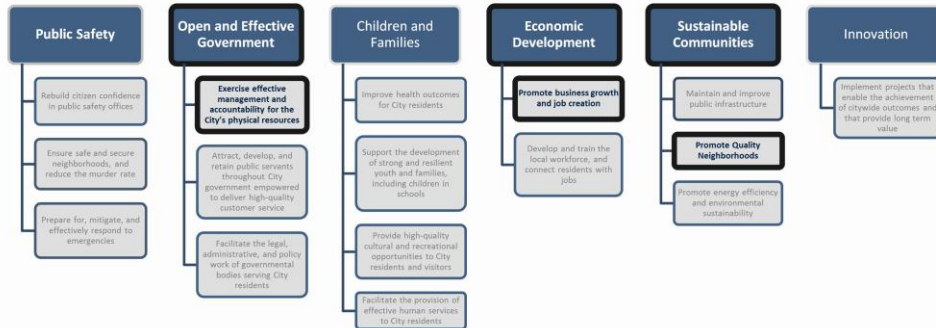
Values

Integrity, Excellence, Transparency, Teamwork, Responsiveness, Innovation, Diversity and Inclusion

Vision

New Orleans is a model city. We are a unified city. We are a creative city.

Result Area Goals and Objectives

Public Safety	Open and Effective Government	Children and Families	Economic Development	Sustainable Communities	Innovation
Rebuild citizen confidence in public safety offices	Exercise effective management and accountability for the City's physical resources	Improve health outcomes for City residents	Promote business growth and job creation	Maintain and improve public infrastructure	Implement projects that enable the achievement of citywide outcomes and that provide long term value
Ensure safe and secure neighborhoods, and reduce the murder rate	Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service	Support the development of strong and resilient youth and families, including children in schools	Develop and train the local workforce, and connect residents with jobs	Promote Quality Neighborhoods	
Prepare for, mitigate, and effectively respond to emergencies	Facilitate the legal, administrative, and policy work of governmental bodies serving City residents	Provide high-quality cultural and recreational opportunities to City residents and visitors		Promote energy efficiency and environmental sustainability	
		Facilitate the provision of effective human services to City residents			

Open and Effective Government

Goal: Ensure sound fiscal management and transparency, promote effective, customer-driven services and foster active citizen engagement in City government.

Objectives and Strategies	Outcome Measures
Exercise effective management and accountability for the City's physical resources 1. Effectively steward the City's financial resources 2. Manage the City's information and analyze the City's performance data 3. Manage vendor relationships and provide oversight of City contracts 4. Responsibly support the City's capital assets	• Bond ratings
Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service 1. Cultivate a high-quality City workforce 2. Provide fair and reasonable benefits to City employees and retirees	• Rate of employee turnover • Percent of employees engaged and satisfied
Facilitate the legal, administrative, and policy work of governmental bodies serving City residents 1. Govern the City with integrity and accountability 2. Defend the City's legal interests 3. Promote civic engagement 4. Facilitate, link, and leverage resources with external organizations	• Percent of citizens satisfied with overall government services

NOLA 311 Calls and Service Requests Decreased

Responsible Organization: Information Technology and Innovation (ITI)

Data Source: 311

Definitions
311: telephone number that connects customers with customer service representatives to help with non-emergency information and service requests
Calls: information requests, referrals, and service requests received by the 311 call center, as well as abandoned calls
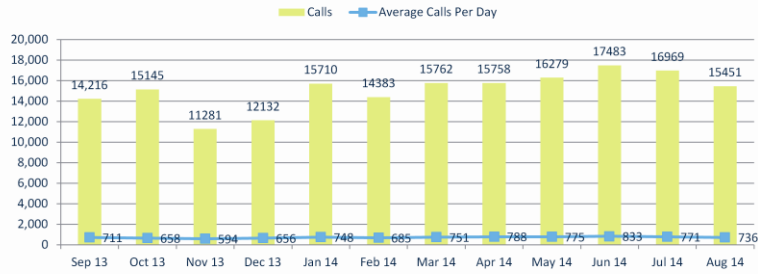*Information request:* a 311 call to request information
Referral: a 311 call resulting in a transfer to a City department
Service request: a 311 call to request that the City perform a service. Includes only those requests opened by 311 personnel.
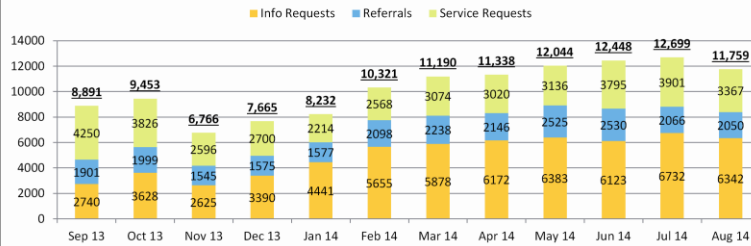
Note: The number of calls is greater than the number of requests because abandoned calls are included in the number of calls.

Number of 311 calls

Legend: Calls — Average Calls Per Day

	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14
Calls	14,216	15145	11281	12132	15710	14383	15762	15758	16279	17483	16969	15451
Average Calls Per Day	711	658	594	656	748	685	751	788	775	833	771	736

Number of 311 requests

Legend: Info Requests — Referrals — Service Requests

	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14
Total	8,891	9,453	6,766	7,665	8,232	10,321	11,190	11,338	12,044	12,448	12,699	11,759
Service Requests	4250	3826	2596	2700	2214	2568	3074	3020	3136	3795	3901	3367
Referrals	1901	1999	1545	1575	1577	2098	2238	2146	2525	2530	2066	2050
Info Requests	2740	3628	2625	3390	4441	5655	5878	6172	6383	6123	6732	6342

Responsible Organization: Information Technology and Innovation (ITI)

Data Source: 311

Definitions
311: telephone number that connects customers with customer service representatives to help with non-emergency information and service requests
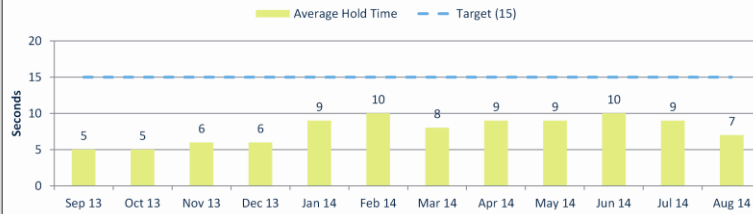*Call abandonment:* call where the caller hangs up before the call is answered

Legend
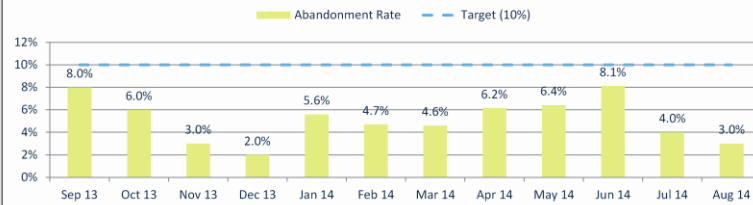- ● On Target
- ▲ Within 10% of Target
- ◆ Off Target

🔑 Key measure that best indicates whether City activities are achieving the desired results

NOLA 311 Average Hold Time and Call Abandonment Rate Continued to Significantly Exceed Targets

Average hold time

Legend: ▭ Average Hold Time — — Target (15)

	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14
Seconds	5	5	6	6	9	10	8	9	9	10	9	7

🔑 Rate of 311 call abandonment

Legend: ▭ Abandonment Rate — — Target (10%)

	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14
	8.0%	6.0%	3.0%	2.0%	5.6%	4.7%	4.6%	6.2%	6.4%	8.1%	4.0%	3.0%

Key Measure	2013		2014		
	Actual	Target Met?	YTD Actual	Target	Status
Rate of 311 call abandonment	8.51%	●	6.12%	≤10%	●

Responsible Organization: Information Technology and Innovation (ITI)

Data Source: 311

Definitions
311: telephone number that connects customers with customer service representatives to help with non-emergency information and service requests
First call resolution: information requests and undocumented calls that are resolved directly by the 311 call center. Excludes service requests and department referrals.
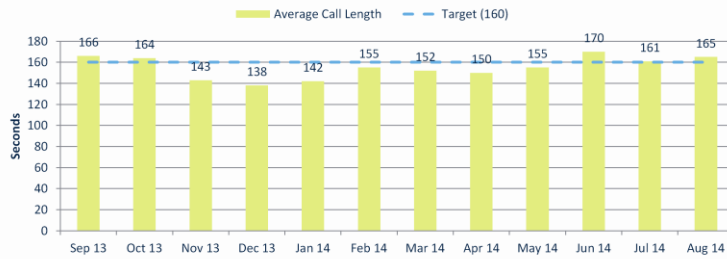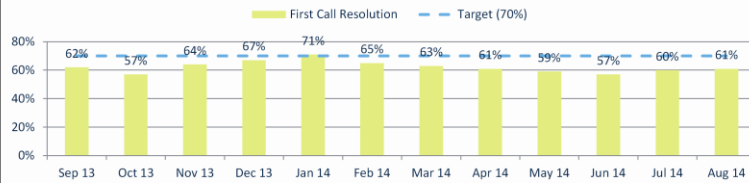
Legend
- 🟢 On Target
- 🔺 Within 10% of Target
- 🔴 Off Target

🔑 Key measure that best indicates whether City activities are achieving the desired results

NOLA 311 Average Call Length and First Call Resolution Rate Were Not on Target

Average call length

Legend: ▮ Average Call Length — — Target (160)

Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14
166	164	143	138	142	155	152	150	155	170	161	165

(Seconds, y-axis 0–180)

🔑 **Rate of 311 first call resolution**

Legend: ▮ First Call Resolution — — Target (70%)

Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14
62%	57%	64%	67%	71%	65%	63%	61%	59%	57%	60%	61%

Key Measure	2013		2014		
	Actual	Target Met?	YTD Actual	Target	Status
Rate of 311 first call resolution	63%	🔺	62%	≥70%	🔺

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Responsible Organization: Information Technology and Innovation (ITI)

Data Source: 311

Definitions:
311: telephone number that connects customers with customer service representatives to help with non-emergency information and service requests
Agent: 311 customer service representative
Call documentation score: score assigned based on the quality of agent call documentation in the system
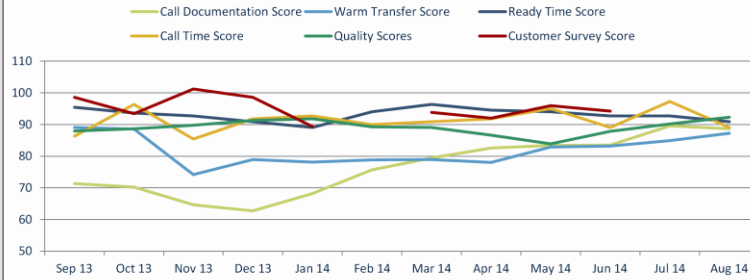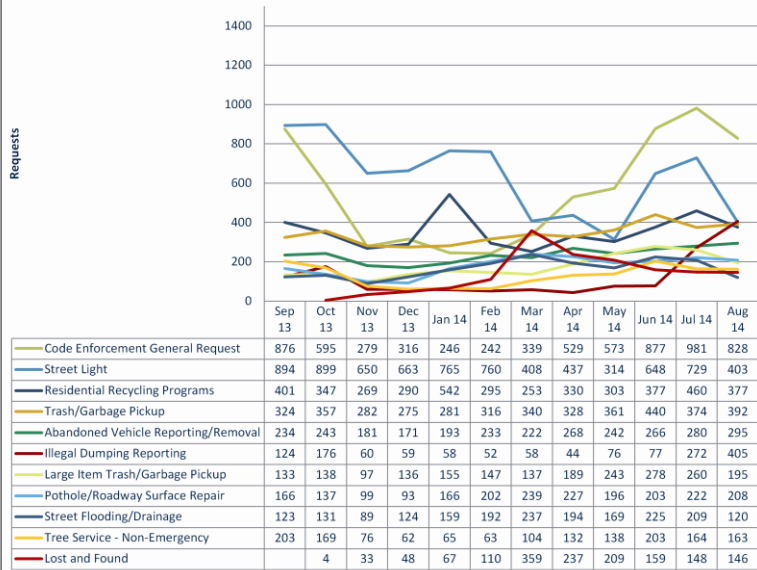*Call time score:* score assigned based on average time agents are expected to be calls
Ready time score: score assigned based on the average time an agent is expected to be available to receive incoming calls
Quality score: score assigned based on quality of agent calls
Warm transfer score: score assigned based on the success rate of call transfers

NOLA 311 Agent Scores Remain Relatively High

Average agent scores

Call Documentation Score — Warm Transfer Score — Ready Time Score
Call Time Score — Quality Scores — Customer Survey Score

Average 2014 agent scores by agent
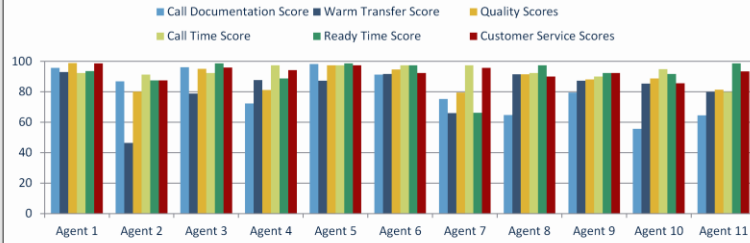
Call Documentation Score ■ Warm Transfer Score ■ Quality Scores
Call Time Score ■ Ready Time Score ■ Customer Service Scores

Incoming NOLA 311 Illegal Dumping Service Request Increased by 49%

Number of service requests

	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14
Code Enforcement General Request	876	595	279	316	246	242	339	529	573	877	981	828
Street Light	894	899	650	663	765	760	408	437	314	648	729	403
Residential Recycling Programs	401	347	269	290	542	295	253	330	303	377	460	377
Trash/Garbage Pickup	324	357	282	275	281	316	340	328	361	440	374	392
Abandoned Vehicle Reporting/Removal	234	243	181	171	193	233	222	268	242	266	280	295
Illegal Dumping Reporting	124	176	60	59	58	52	58	44	76	77	272	405
Large Item Trash/Garbage Pickup	133	138	97	136	155	147	137	189	243	278	260	195
Pothole/Roadway Surface Repair	166	137	99	93	166	202	239	227	196	203	222	208
Street Flooding/Drainage	123	131	89	124	159	192	237	194	169	225	209	120
Tree Service - Non-Emergency	203	169	76	62	65	63	104	132	138	203	164	163
Lost and Found		4	33	48	67	110	359	237	209	159	148	146

NOLA 311 – The Number of Treasury Referrals Spiked During the Month

Responsible Organization: Information Technology and Innovation (ITI)

Data Source: 311

Definitions
311: telephone number that connects customers with customer service representatives to help with non-emergency information and service requests
Information request: a 311 call to request information
Referral: a 311 call resulting in a transfer to a City department

	Information Requests	No.	Prior Month (Jul) Rank
1	Sanitation Service Fees	957	1
2	Taxi and For Hire Vehicle Bureau	330	2
3	Municipal Police	83	3
4	Safety and Permits	64	-
5	City Council	48	5

	Department Referrals	No.	Prior Month (Jul) Rank
1	Finance – Treasury	440	-
2	Safety and Permits	288	2
3	NORDC	266	-
4	Parks and Parkways	147	1
5	EMS	140	-

Economic Development

Goal: Spur the growth of a diverse, inclusive economy that creates good-paying jobs and provides equal access to economic prosperity.

Objectives and Strategies	Outcome Measures
Promote business growth and job creation 1. Foster a business-friendly regulatory environment, including streamlining the permitting process 2. Promote an environment of equal opportunity for a diverse supplier pool 3. Aggressively seek to attract new business and retain existing businesses 4. Provide support for world-class special events	• Population growth • Job growth • Proportion of total jobs that are high wage jobs • Percent of jobs in the cultural industry • Number of tourists • Amount of sales taxes generated
Develop and train the local workforce, and connect residents with jobs 1. Provide access to work opportunities to youth and other vulnerable populations 2. Promote workforce development and skills training to meet employers' needs 3. Link employers to the local workforce	• Unemployment rate • Gross Metro Product (GMP) per job • Percent of population holding a bachelor's degree or higher • Percent of households in national income quintiles • Amount of median household income by race and ethnicity

One Stop Shop – Safety and Permits
All Wait Times Except Mechanical and Plan Review Requests Increased

One Stop Shop – Safety and Permits
Building Permit Wait Times Were Off Target for the Second Month in a Row

**Responsible Organization**: Safety and Permits (S&P)

Data Source: Lobby Central

Definitions
One Stop Shop: co-located office for four departments that improves and streamlines the customer experience related to securing permits and licenses
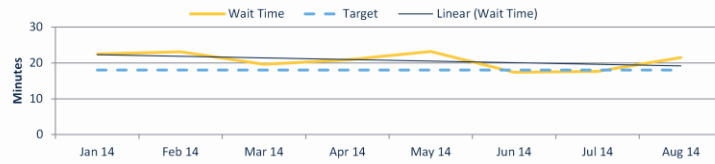*Wait time:* time from customer check-in to being assisted an employee

Average wait time to apply for any license or permit

Legend: Wait Time — Target — — Linear (Wait Time)
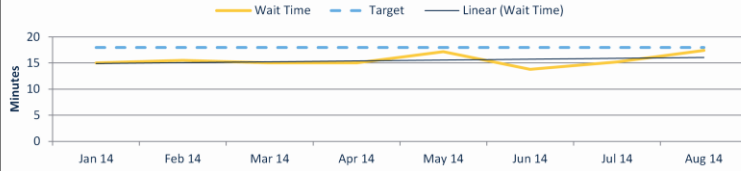
Average wait time to apply for a new building permit

Legend: Wait Time — Target — — Linear (Wait Time)

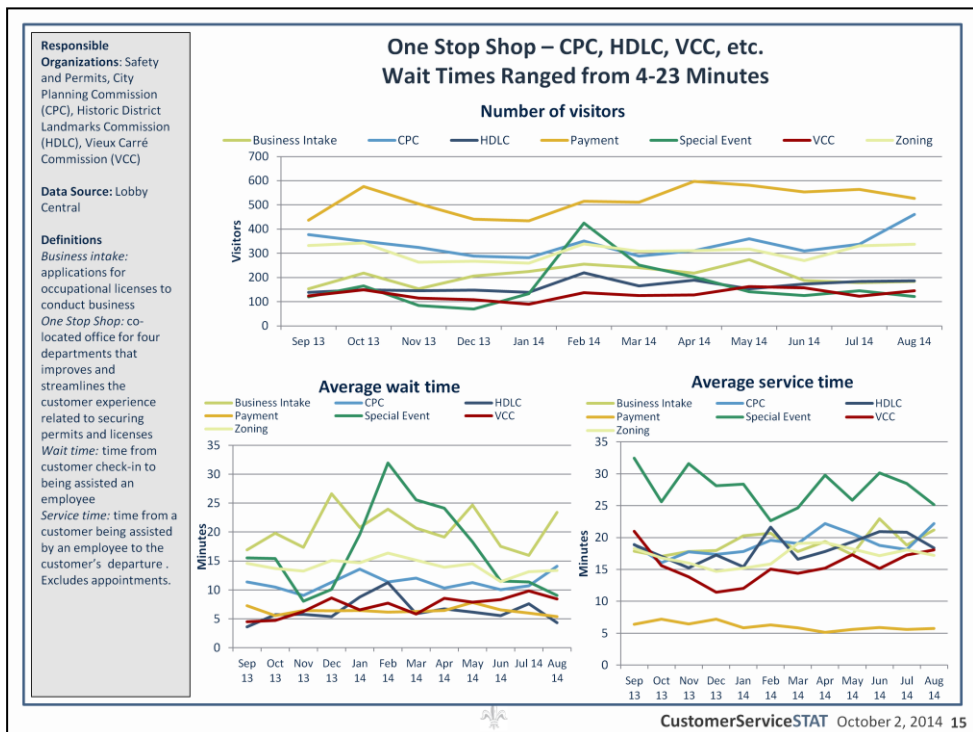| Key Measures	2014		
	YTD Actual	Target	Status
Average wait time (in minutes) to apply for any license or permit*	15.5	≤18	🟢
Average wait time (in minutes) to apply for a new building permit	20.7	≤18	🔴

*Excludes special event permits.

Safety and Permits is hiring a new cashier, and anticipates the payment times to trend further downward in the coming months.

Responsible Organizations: Safety and Permits

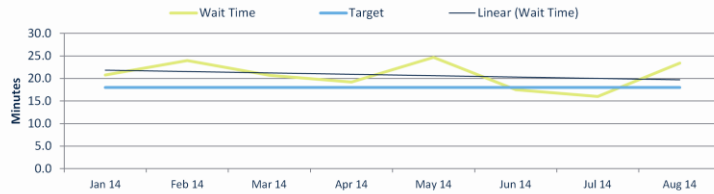**Data Source:** Lobby Central

Definitions
Business intake: applications for occupational licenses to conduct business
One Stop Shop: co-located office for four departments that improves and streamlines the customer experience related to securing permits and licenses
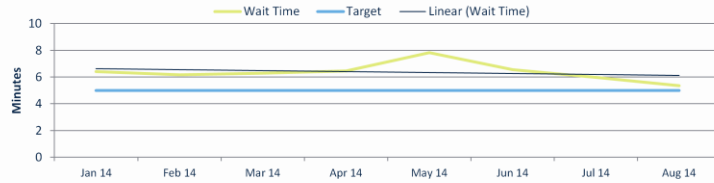*Wait time:* time from customer check-in to being assisted an employee

One Stop Shop – Occupational License and Payment Wait Times Remained Off Target

Average wait time to apply for a new occcupational license

Legend: Wait Time — Target — Linear (Wait Time)

Minutes (y-axis: 0.0, 5.0, 10.0, 15.0, 20.0, 25.0, 30.0)
Months (x-axis): Jan 14, Feb 14, Mar 14, Apr 14, May 14, Jun 14, Jul 14, Aug 14

Average wait time make a payment

Legend: Wait Time — Target — Linear (Wait Time)

Minutes (y-axis: 0, 2, 4, 6, 8, 10)
Months (x-axis): Jan 14, Feb 14, Mar 14, Apr 14, May 14, Jun 14, Jul 14, Aug 14

Key Measures	2014		
	YTD Actual	Target	Status
Average wait time (in minutes) to apply for a new occupational license	21.1	≤18	◆
Average wait time (in minutes) to make a payment	6.40	≤5	◆
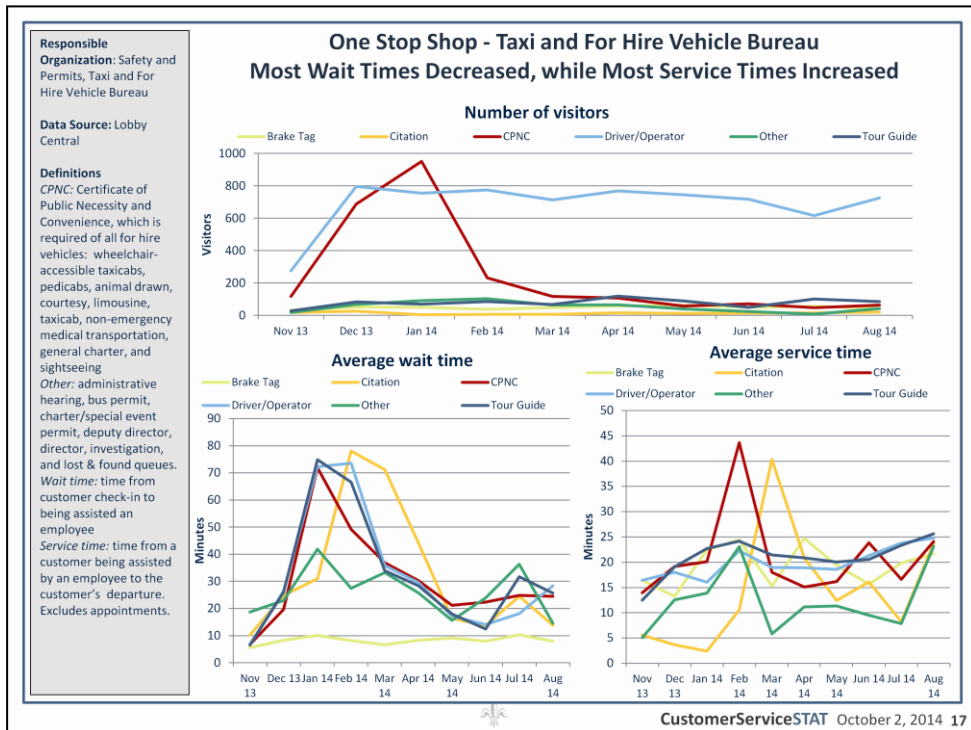
The Taxicab Bureau noted that their process changed in August, which explains the substantial change in wait and service times during the month.
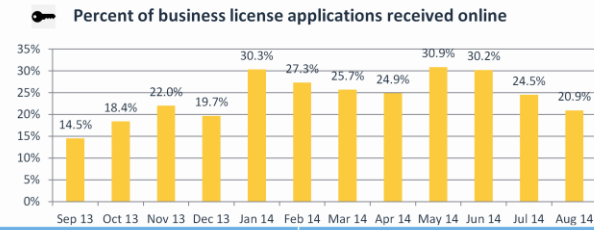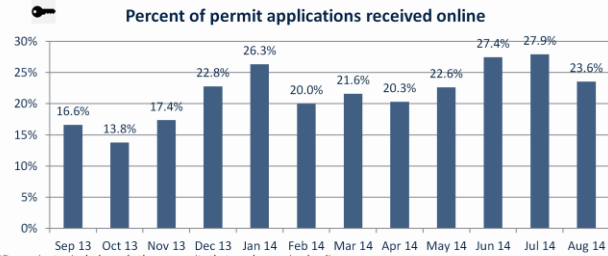
Responsible Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

Percent of Permit and Business License Applications Received Online Both Decreased

Percent of permit applications received online

Month	Value
Sep 13	16.6%
Oct 13	13.8%
Nov 13	17.4%
Dec 13	22.8%
Jan 14	26.3%
Feb 14	20.0%
Mar 14	21.6%
Apr 14	20.3%
May 14	22.6%
Jun 14	27.4%
Jul 14	27.9%
Aug 14	23.6%

*Denominator includes only those permits that *can* be received online.

Percent of business license applications received online

Month	Value
Sep 13	14.5%
Oct 13	18.4%
Nov 13	22.0%
Dec 13	19.7%
Jan 14	30.3%
Feb 14	27.3%
Mar 14	25.7%
Apr 14	24.9%
May 14	30.9%
Jun 14	30.2%
Jul 14	24.5%
Aug 14	20.9%

Legend
- 🟢 On Target
- 🔺 Within 10% of Target
- 🔻 Off Target

🔑 Key measure that best indicates whether City activities are achieving the desired results

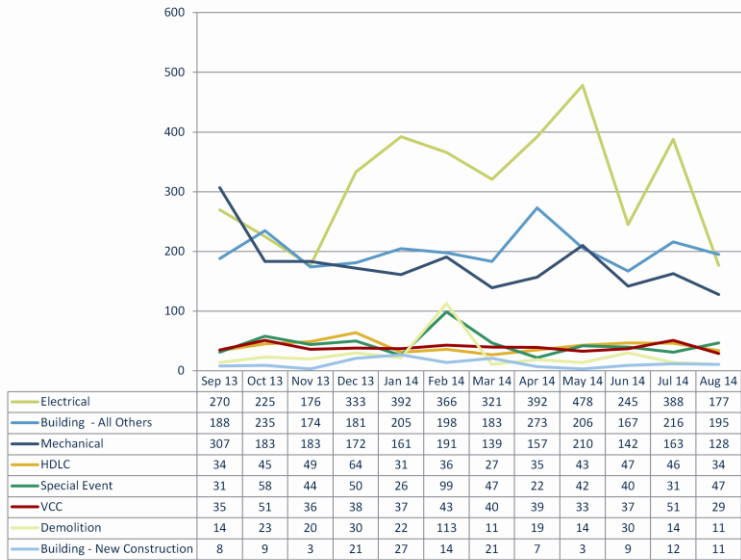| Key Measures	2014		
	YTD Actual	Target	Status
Percent of permit and license applications received online	23.5%	≥20%	🟢

Responsible Organizations: Safety and Permits, Historic District Landmarks Commission (HDLC), Vieux Carré Commission (VCC)

Data Source: LAMA permitting and licensing database

Definitions
Commercial: buildings or structures not included in residential definition including multi-family structures
Residential: detached 1 and 2 family dwellings and townhouses not more than 3 stories above-grade in height with a separate means of egress and their accessory structures (3 or more units)

Total Commercial Permits Issued Decreased by 31%

Number of commercial permits issued

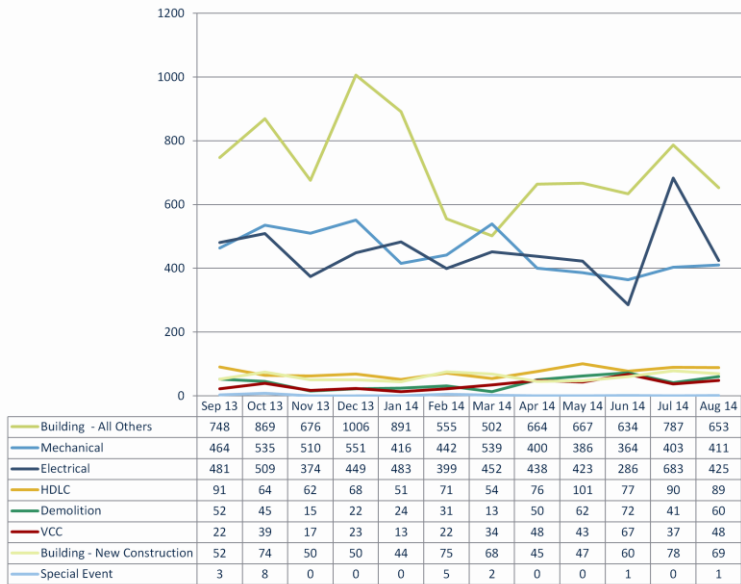|	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14
Electrical	270	225	176	333	392	366	321	392	478	245	388	177
Building - All Others	188	235	174	181	205	198	183	273	206	167	216	195
Mechanical	307	183	183	172	161	191	139	157	210	142	163	128
HDLC	34	45	49	64	31	36	27	35	43	47	46	34
Special Event	31	58	44	50	26	99	47	22	42	40	31	47
VCC	35	51	36	38	37	43	40	39	33	37	51	29
Demolition	14	23	20	30	22	113	11	19	14	30	14	11
Building - New Construction	8	9	3	21	27	14	21	7	3	9	12	11

Responsible Organizations: Safety and Permits, Historic District Landmarks Commission (HDLC), Vieux Carré Commission (VCC)

Data Source: LAMA permitting and licensing database

Definitions
Residential: detached 1 and 2 family dwellings and townhouses not more than 3 stories above-grade in height with a separate means of egress and their accessory structures (3 or more units)

Total Residential Permits Issued Decreased by 17%

Number of residential permits issued

	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14
Building - All Others	748	869	676	1006	891	555	502	664	667	634	787	653
Mechanical	464	535	510	551	416	442	539	400	386	364	403	411
Electrical	481	509	374	449	483	399	452	438	423	286	683	425
HDLC	91	64	62	68	51	71	54	76	101	77	90	89
Demolition	52	45	15	22	24	31	13	50	62	72	41	60
VCC	22	39	17	23	13	22	34	48	43	67	37	48
Building - New Construction	52	74	50	50	44	75	68	45	47	60	78	69
Special Event	3	8	0	0	0	5	2	0	0	1	0	1

Responsible Organization: Safety and Permits (S&P)

Data Source: LAMA permitting and licensing database

Definitions
Commercial: buildings or structures not included in residential definition including multi-family structures
Residential: detached 1 and 2 family dwellings and townhouses not more than 3 stories above-grade in height with a separate means of egress and their accessory structures (3 or more units)

Note: These measures include not only S&P review time, but also Historic District Landmarks Commission sub-permit review time and time spent by applicants in completing architectural revisions and supplying additional required documentation.

ICMA Benchmarks: International City/County Management Association 2013 Center for Performance Measurement participants with a population of 100,000+, a significant daily influx of nonresidents, 100+ square miles of land, and a median household income <$55,000: Austin, TX; Dallas, TX; Phoenix, AZ (residential only); San Antonio, TX; Miami-Dade, FL; Milwaukee, WI; Oklahoma City, OK; Portland, OR; Kansas City, MO; and Savannah, GA.
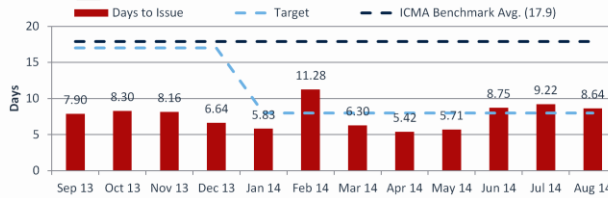
Legend

● On Target
▲ Within 10% of Target
◆ Off Target

🔑 Key measure that best indicates whether City activities are achieving the desired results

Permitting - Average Number of Days to Issue Permits Remained Below YTD Targets

🔑 **Average number of days to issue residential permits**

| | Days to Issue | – – Target | – – ICMA Benchmark Avg. (17.9) |

🔑 **Average number of days to issue commercial permits**

| | Days to Issue | – – Target | – – ICMA Benchmark Avg. (37.2) |

Key Measure	2013		2014		
	Actual	Target Met?	YTD Actual	Target	Status
Average number of days from commercial permit application to issuance	11.9	●	13.6	15	●
Average number of days from residential permit application to issuance	7.25	●	7.63	8	●

Responsible Organization: Safety and Permits

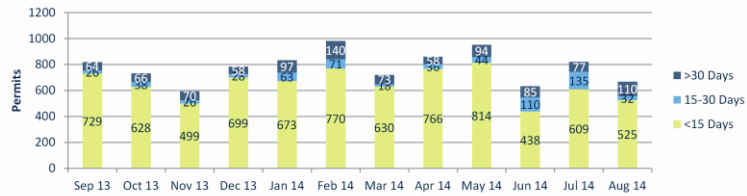**Data Source:** LAMA permitting and licensing database

Definitions
Commercial: buildings or structures not included in residential definition including multi-family structures *Residential:* detached 1 and 2 family dwellings and townhouses not more than 3 stories above-grade in height with a separate means of egress and their accessory structures (3 or more units)
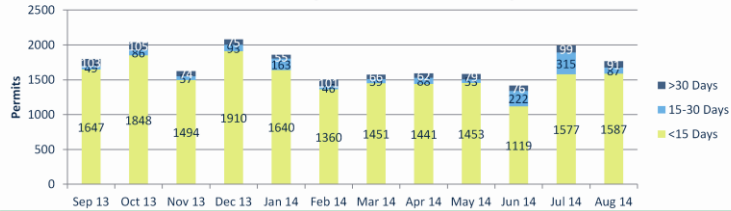
Note: These measures include not only S&P review time, but also Historic District Landmarks Commission sub-permit review time and time spent by applicants in completing architectural revisions and supplying additional required documentation.

Permitting – 79% of Commercial and 90% of Residential Permits Issued in less than 15 Days in August
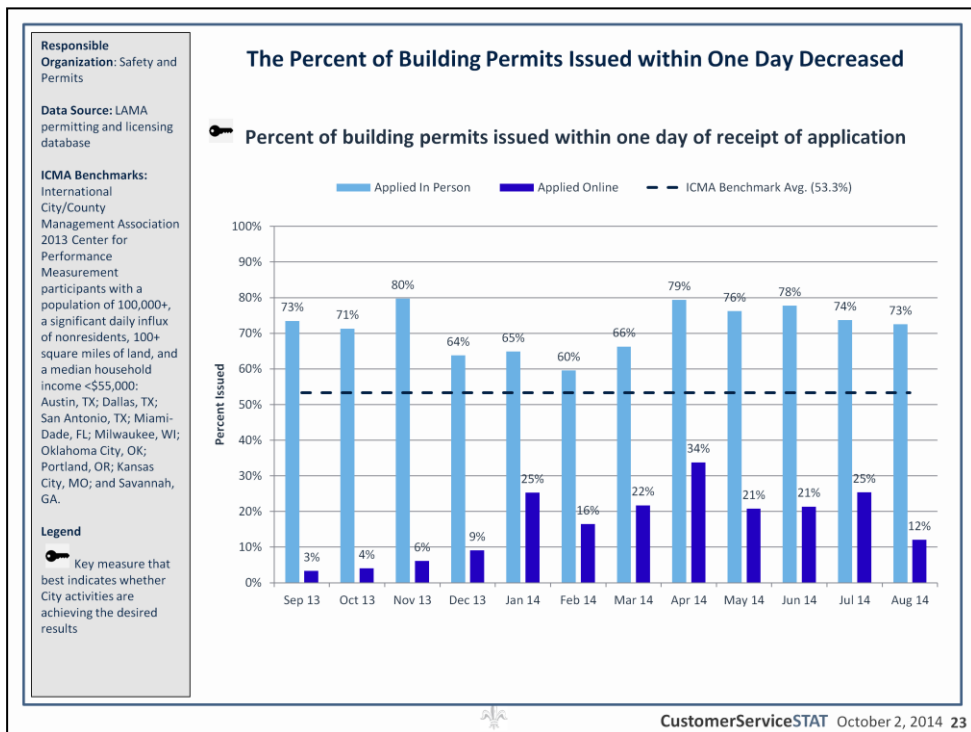
Distribution of days to issue commercial permits

Month	>30 Days	15-30 Days	<15 Days
Sep 13	54	26	729
Oct 13	66	38	628
Nov 13	70	26	499
Dec 13	58	28	699
Jan 14	97	63	673
Feb 14	140	71	770
Mar 14	73	16	630
Apr 14	58	38	766
May 14	94	44	814
Jun 14	85	110	438
Jul 14	77	135	609
Aug 14	110	32	525

Distribution of days to issue residential permits

Month	>30 Days	15-30 Days	<15 Days
Sep 13	103	49	1647
Oct 13	105	86	1848
Nov 13	74	57	1494
Dec 13	95		1910
Jan 14	155	163	1640
Feb 14	101	46	1360
Mar 14	55		1451
Apr 14	52	66	1441
May 14	79	55	1453
Jun 14	75	222	1119
Jul 14	99	315	1577
Aug 14	91	67	1587

Action Item

Date	Responsible Parties	Item	Due	Status
8/21/13	J. Munster	Determine source of errors in the Time to Plan Review report	October	

The Percent of Building Permits Issued within One Day Decreased

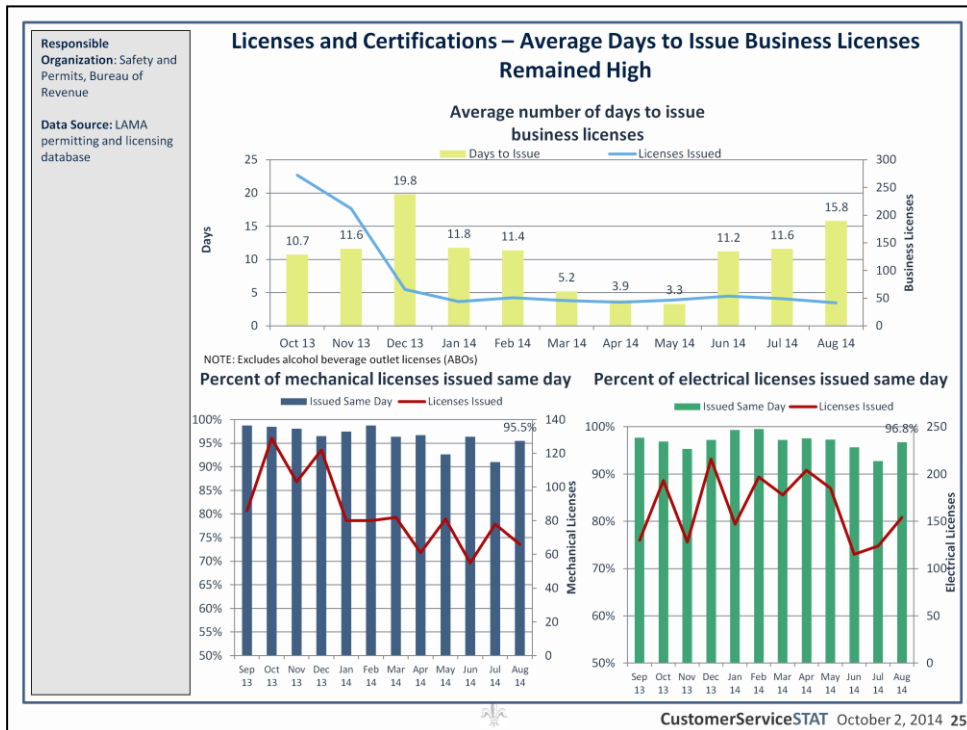🔑 **Percent of building permits issued within one day of receipt of application**

Safety and Permits attributes the dip in timeliness of processing online applications to one of their staffers that processes online applications being out for 2 weeks.

Responsible Organization: Bureau of Revenue

Data Source: Lobby Central

Definitions
ABO: Alcoholic Beverage Outlet services, which include licensing and manager's permitting
Account Maint. & Admin: payments, installment plans, and other account maintenance and administration services
Business Intake: applications for business registrations and other transactions related to business operations
Enforce.: Enforcement services, including collections remedies when a taxpayer fails to pay taxes owed
Wait time: time from customer check-in to being assisted an employee
Service time: time from a customer being assisted by an employee to the customer's departure

Bureau of Revenue
The Number of Visitors Continued to Decrease

Number of visitors

ABO — Account Maint. and Admin. — Business Intake — Enforce.

Average wait time

ABO — Account Maint. and Admin. — Business Intake — Enforce.

Average service time

ABO — Account Maint. and Admin. — Business Intake — Enforce.

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Spike in business intake times likely explained by Revenue only having

Spike in business intake times likely explained by Revenue only having one staffer to issue business licenses. They may need to hire an additional staffer.

Responsible Organization: Taxi and For Hire Vehicle Bureau

**Data Source:** LAMA permitting and licensing database

Note: Through January 2014, the measurement of the number of days to issue operator/driver and tour guide permits was affected by significant factors that are not fully controlled by the Taxi and For Hire Vehicle Bureau. In February 2014, the tracking method was changed, and the measure now more accurately reflects the Bureau's performance. However, the issuance dates used to calculate the average number of days currently reflect the dates the files were scanned into LAMA, which typically fall after the actual permit issuance date.

The Number of Operator/Driver and Tour Guide Permits Issued Decreased

Number of operator/driver and tour guide permits issued

■ Operator/Driver   ■ Tour Guide
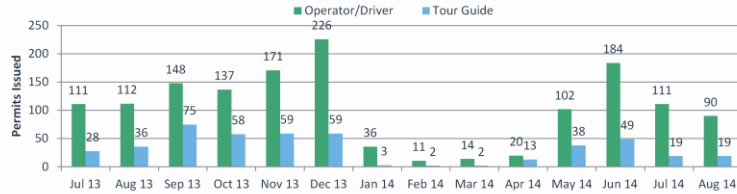
Average number of days to issue new operator/driver and tour guide permits

■ Operator/Driver   ■ Tour Guide
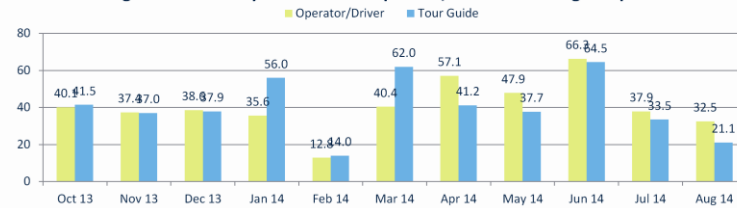
Action Item				
Date	**Responsible Parties**	**Item**	**Due**	**Status**
8/21/13	J. Munster	Write letter to State Police requesting that the process of background checks for CPNC license applicants be sped up.	November	

Taxi 311 Service Requests – Complaint Backlog Decreased, though the Average Age of Both Opened and Closed Requests Increased
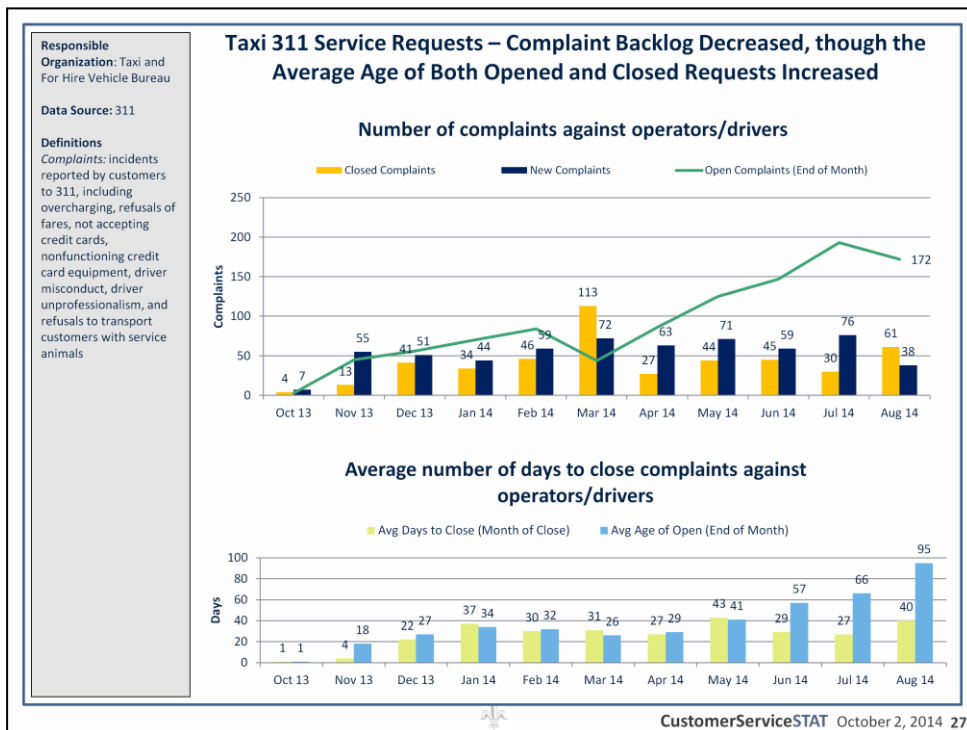
One Stop Shop is working on standardizing when complaints are closed in the system, as there has not been a consistent method. They will likely settle on closing requests once a citation is issued. The Taxicab Bureau is going to expand its hours. They are also exploring potential methods to measuring timeliness for taxi inspection queues in the future.

Sustainable Communities

Goal: Support sustainable communities that integrate quality housing, transportation, schools, commercial development, energy efficiency, parks and green space, flood protection and cultural assets.

Objectives and Strategies	Outcome Measures
Maintain and improve public infrastructure 1. Maintain and improve road surface infrastructure 2. Consistently implement Complete Streets philosophy in streets investments 3. Effectively administer the City's capital improvements program 4. Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods	• Percent of citizens satisfied with condition of streets • Mean travel time to work • Percentage of workers commuting to work by means other than driving alone • Percent of citizens satisfied with drainage/flood control • Percent of citizens satisfied with public transportation • Percent of citizens satisfied with traffic congestion
Promote Quality Neighborhoods 1. Reduce blighted properties by 10,000 by the end of 2014 2. Provide effective sanitation services to residents and businesses 3. Protect and preserve parks and other green spaces 4. Regulate land use to support safe, vibrant neighborhoods and preserve historic properties	• Percent of citizens satisfied with control of abandoned houses • Percent of citizens satisfied with parks and recreation • Percent of citizens satisfied with control of trash and litter / trash pickup • Percent of citizens satisfied with life in New Orleans • ParkScore (based on acreage, service and investment, and access) • Percent of citizens satisfied with zoning
Promote energy efficiency and environmental sustainability 1. Restore the City's marshes and coastline 2. Promote green energy and other sustainability measures 3. Remediate brownfields, lead, and other environmental hazards	• Percent of days with healthy air quality • Number of health based drinking water violations • Number of certified green buildings • Number of land acres in Orleans Parish

Safety and Permit Inspections – Target Met on the Average Number of Days to Complete Business License Inspections

Responsible Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

ICMA Benchmarks: International City/County Management Association (ICMA) 2013 Center for Performance Measurement participants with a population of 100,000+, a significant daily influx of nonresidents, 100+ square miles of land, and a median household income <$55,000: Dallas, TX; San Antonio, TX; Miami-Dade, FL; Portland, OR; Kansas City, MO; and Savannah. The ICMA measure includes all commercial inspection requests.
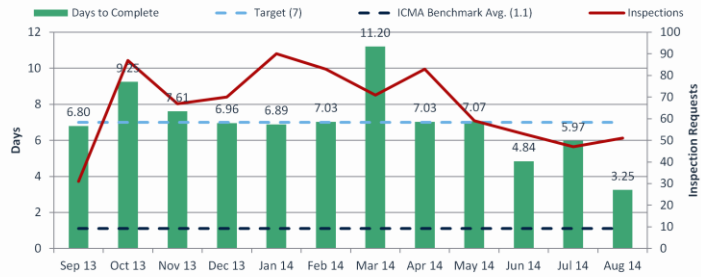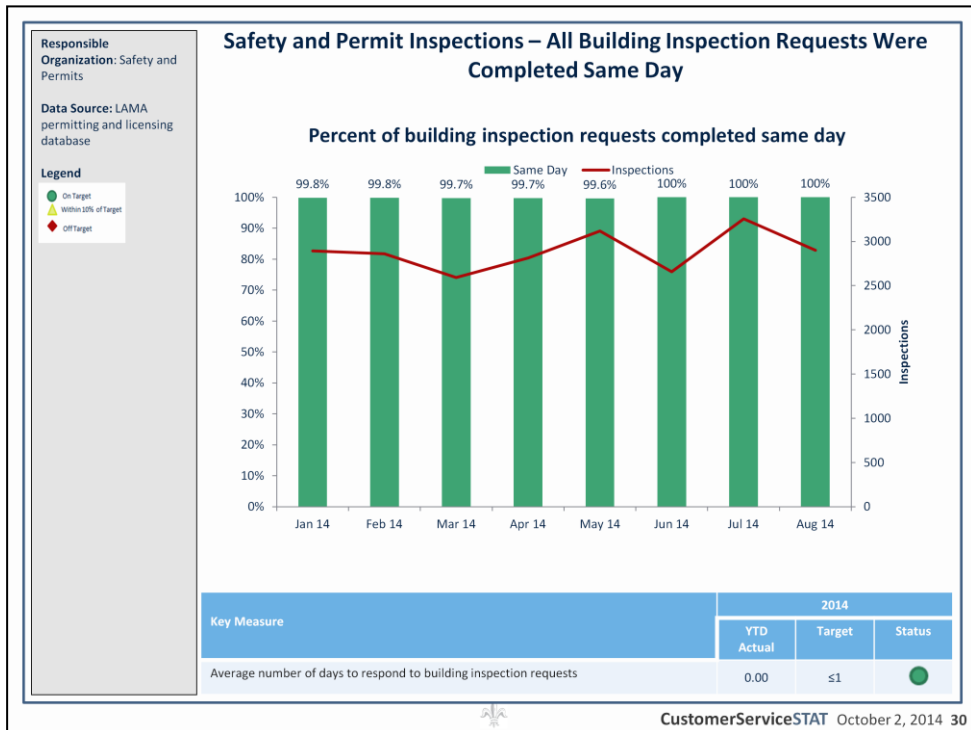
Legend

🟢 On Target
🟡 Within 10% of Target
🔴 Off Target

⚷ Key measure that best indicates whether City activities are achieving the desired results

🔑 **Average number of days to complete business license inspection requests***

Legend: Days to Complete | Target (7) | ICMA Benchmark Avg. (1.1) | Inspections

Values: Sep 13: 6.80, Oct 13: 9.25, Nov 13: 7.61, Dec 13: 6.96, Jan 14: 6.89, Feb 14: 7.03, Mar 14: 11.20, Apr 14: 7.03, May 14: 7.07, Jun 14: 4.84, Jul 14: 5.97, Aug 14: 3.25

*Excludes ABO business licenses.

Action Item				
Date	**Responsible Parties**	**Item**	**Due**	**Status**
8/21/13	J. Munster	Waiting on Davenport to release online inspection request feature (Follow up to get a release date)	TBD	Data quality issue with electrical / mechanical inspections

Key Measure	2013		2014		
	Actual	**Target Met?**	**YTD Actual**	**Target**	**Status**
Average number of days to respond to a business license inspection requests	8.01	🔴	6.89	≤7	🟢

Responsible Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

Legend
- 🟢 On Target
- 🔺 Within 10% of Target
- 🔶 Off Target

Safety and Permit Inspections – All Building Inspection Requests Were Completed Same Day

Percent of building inspection requests completed same day

Legend: ■ Same Day — Inspections

	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14
Same Day	99.8%	99.8%	99.7%	99.7%	99.6%	100%	100%	100%

Key Measure	2014		
	YTD Actual	Target	Status
Average number of days to respond to building inspection requests	0.00	≤1	🟢

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Safety and Permits is looking into finding a better way to capture the timeliness of building inspections.

Safety and Permit Inspections

Responsible Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

Definition
Respond: complete a first inspection

Legend
- On Target
- Within 10% of Target
- Off Target

Key measure that best indicates whether City activities are achieving the desired results

Average number of days to respond to building complaints

Legend: Days to Respond | Target (7) | Inspections

Jan 14: 86.6; Feb 14: 49.3; Apr 14: 46.6; May 14: 1.02; Jun 14: 1.29; Jul 14: 9.06; 1.47; Aug 14: 10.2

Average number of days to respond to zoning complaints

Legend: Days to Respond | Target (7) | Inspections

Jan 14: 42.5; Feb 14: 148; Mar 14: 0.00; Apr 14: 90.7; May 14: 44.6; Jun 14: 18.2; Jul 14: 0.51; Aug 14: 62.8

Average age of complaints with no first inspection at end of month

Legend: Age | Complaints

Dec 13: 400; Jan 14: 354; Feb 14: 407; Mar 14: 287; Apr 14: 195; May 14: 218; Jun 14: 303; Jul 14: 151; Aug 14: 268

NOTE: Some cases that were open at the end of the month but closed before the data was compiled may not be included.

Key Measure	2014		
	Actual	Target	Status
Average number of days to respond to building complaints	17.6	≤7	◆
Average number of days to respond to zoning complaints	59.5	≤7	◆

Responsible Organization: Historic District Landmarks Commission (HDLC),

Data Source: LAMA permitting and licensing database

Legend
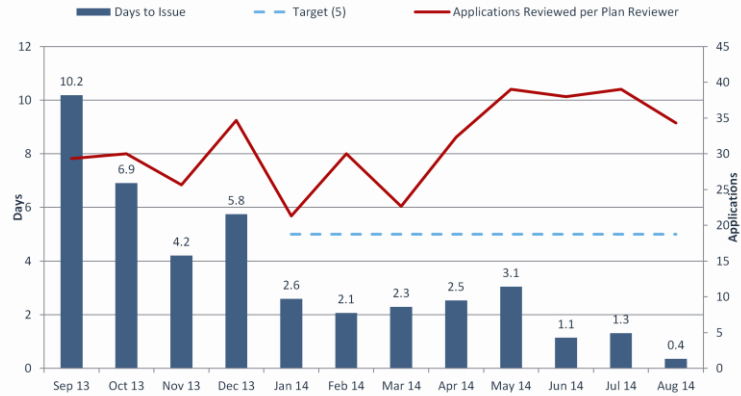
- 🟢 On Target
- 🔺 Within 10% of Target
- 🔷 Off Target

🔑 Key measure that best indicates whether City activities are achieving the desired results

Historic Preservation – HDLC Review Time Remained Well On Target

🔑 **Average number of days to review staff approvable applications - HDLC**

Legend: ■ Days to Issue   – – Target (5)   — Applications Reviewed per Plan Reviewer

Days to Issue values: Sep 13: 10.2, Oct 13: 6.9, Nov 13: 4.2, Dec 13: 5.8, Jan 14: 2.6, Feb 14: 2.1, Mar 14: 2.3, Apr 14: 2.5, May 14: 3.1, Jun 14: 1.1, Jul 14: 1.3, Aug 14: 0.4

Key Measure	2013		2014		
	Actual	Target Met?	YTD Actual	Target	Status
Average number of days to review staff approvable applications – HDLC	17.5	-	1.86	≤5	🟢

Historic Preservation – VCC Average Days to Review Applications Remained Above Target
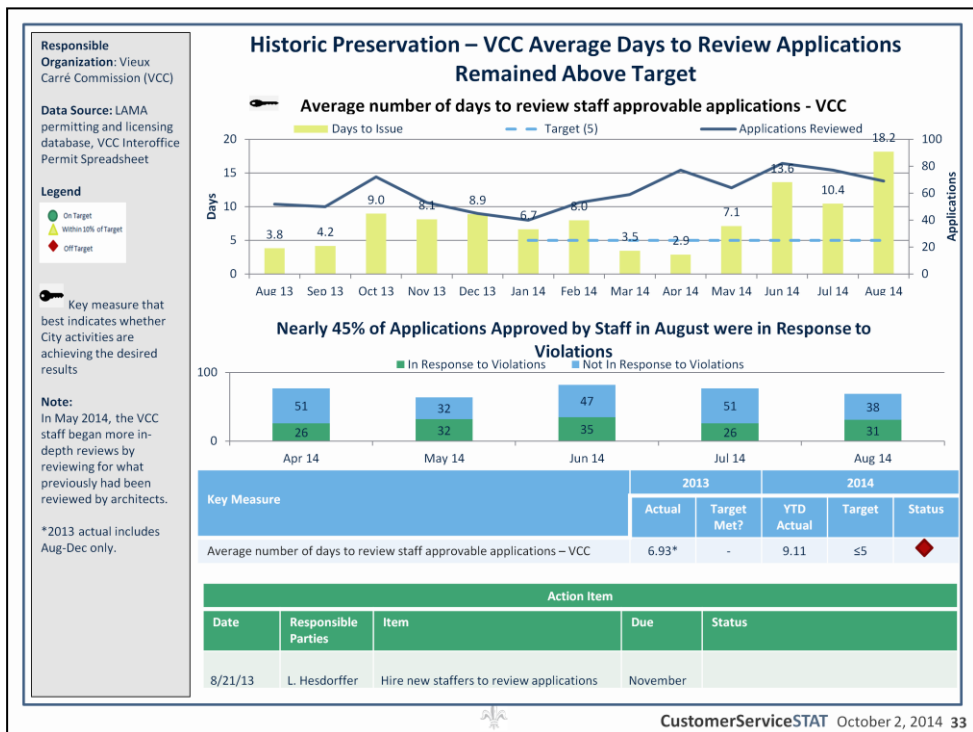
The CAO recommended that VCC raise their target in 2015.

Responsible Organization: Historic District Landmarks Commission (HDLC), Safety and Permits (S&P), Vieux Carré Commission (VCC)

Data Source: LAMA permitting and licensing database

Percent of HDLC Enforcement Cases Closed Due to Voluntary Compliance Decreased to 91%

Closed Enforcement Cases Closed Due to Voluntary Compliance - HDLC
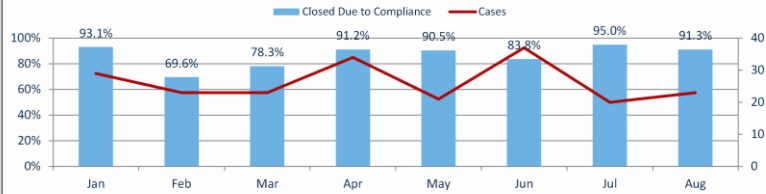
Key Measure	2014		
	YTD Actual	Target	Status
Percent of adjudication cases that result in compliance – S&P	N/A	Establishing Baseline	-
Percent of closed enforcement cases closed due to voluntary compliance – HDLC	86.1%	Establishing Baseline	-
Percent of closed enforcement cases closed due to voluntary compliance – VCC	N/A	Establishing Baseline	-

Action Items				
Date	Responsible Parties	Item	Due	Status
9/4/14	L. Hesdorffer, J. Munster	Align enforcement processes to capture the same enforcement data as HDLC for S&P and VCC.	Ongoing	
3/9/14	J. Cecil, R. Samuel	Determine whether delinquent taxpayers can be legally locked out of the permitting and licensing database until taxes are paid	Closed	Taxpayers cannot be legally locked out of the system.

Responsible Organization: City Planning Commission (CPC)

Data Source: LAMA permitting and licensing database

Definitions

Board of Zoning Adjustments (BZA): board that hears and makes final decisions on requests for variances from the requirements of the Comprehensive Zoning Ordinance (CZO) and considers appeals of decisions by the Director of Safety and Permits

Conditional use: a land use which is compatible with the permitted land uses in a given zoning district only upon a determination that the external effects of the use can be mitigated. Applications require CPC review and City Council approval.

Design review: process to promote orderly development and redevelopment and to assure that it is harmonious with surrounding properties, is consistent with the CZO, and promotes the general welfare of the city

Minor subdivision: a subdivision containing 5 or fewer lots fronting on an existing public or private street, and not involving creation or closure of a street, public or private
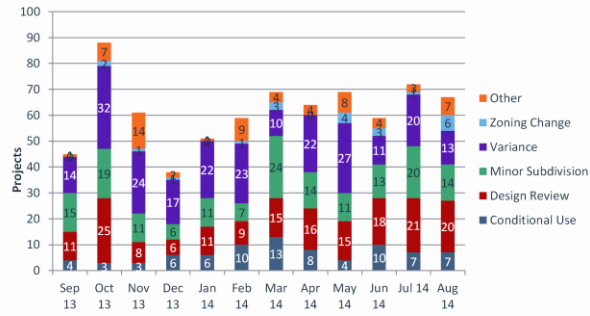
Variance: procedure to afford an applicant relief from the requirements of the letter of the CZO when unnecessary hardship or practical difficulty exists

Zoning change: zoning map change requested in order to allow for the establishment of a land use that is not permitted in the zoning district in which a property is located. Applications require CPC review and City Council approval.

Other: appeal of Safety and Permits; conditional use, zoning change; design review, conditional use; design review, minor subdivision; major subdivision; minor subdivision, conditional use; property disposition; street name change; text amendment; zoning change, conditional use projects, and zoning – nonconforming use determination

Land Use Project Filings Decreased Slightly

Number of land use projects filed

Legend: Other, Zoning Change, Variance, Minor Subdivision, Design Review, Conditional Use

Number of items on BZA and CPC hearing dockets
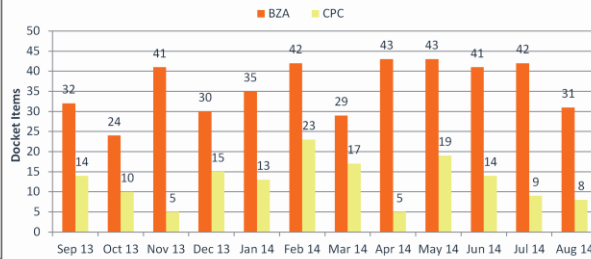
Legend: BZA, CPC

Responsible Organization: City Planning Commission (CPC)

Data Source: LAMA permitting and licensing database

Definitions
Board of Zoning Adjustments (BZA): board that hears and makes final decisions on requests for variances from the requirements of the Comprehensive Zoning Ordinance (CZO) and considers appeals of decisions by the Director of Safety and Permits
Subdivision: request that involves combining multiple lots into a single new lot or dividing an existing lot into multiple new lots
Variance: procedure to afford an applicant relief from the requirements of the letter of the CZO when unnecessary hardship or practical difficulty exists
Zoning change: zoning map change requested in order to allow for the establishment of a land use that is not permitted in the zoning district in which a property is located. Applications require CPC review and City Council approval.
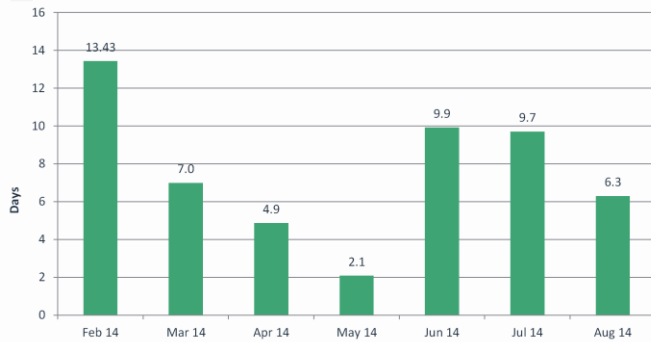
Legend

- 🟢 On Target
- 🔺 Within 10% of Target
- 🔶 Off Target

🔑 Key measure that best indicates whether City activities are achieving the desired results

Land Use – Average Time Docket BZA Variance Applications Decreased

🔑 Average number of days to docket a BZA variance application for public hearing

Key Measure	2014		
	YTD Actual	Target	Status
Average number of days to docket a BZA variance application for public hearing	7.96	Establishing Baseline	-
Average number of days to docket a completed subdivision application	N/A*	≤13	N/A
Average number of days to schedule a completed zoning docket application for a public hearing before the CPC	N/A*	≤6	N/A

*The CPC is working to improve data quality for this measure by working with staff to reduce data entry errors.

Evaluation Form

- Are you a city employee or a member of the public?

- On a scale 1-5, how useful was this meeting to you (1= least useful and 5= most useful)?

- What's working?

- What's not working?